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RESOURCE MANAGEMENT STAFF

MISSIONS AND FUNCTIONS

OFFICE OF THE DEPUTY FOR RESOURCE MANAGEMENT

Mission:

The Office of the Deputy supports the Deputy to the Director of Central Intelligence for Resource Management (D/DCI/RM) in execution of his responsibilities to prepare a program and budget for the National Foreign Intelligence Program (NFIP) for the Director of Central Intelligence (DCI); to advise the DCI on programs and issues related to NFIP resources as well as on Intelligence Community matters and to direct the activities of the Resource Management Staff (RMS). The Office of the Deputy consists of the D/DCI/RM and his personal staff; the Associate Deputy to the DCI for Resource Management (AD/DCI/RM), the Special Assistant to the D/DCI/RM, the Executive Officer, the RM Registry and the Data Support Group.

Main Functions:

Deputy for Resource Management--

- o Direct the Resource Management Staff.
- o Prepare a National Foreign Intelligence program and budget for the DCI and assist in the presentation of that budget to OMB and the Congress.
- o Study, evaluate, plan for, and monitor National Foreign Intelligence programs and activities.
- o Evaluate the adequacy and cost-effectiveness of the NFIP in relation to PRC(I) objectives and priorities.
- o Monitor NFIP execution and evaluate reprogramming proposals.
- o Make recommendations on programs, issues, and resources of the NFIP and other related, non-NFIP activities.
- o Monitor Intelligence-Related Activities to ensure that unnecessary duplication is minimized and that opportunities for NFIP/IRA interchange are not overlooked.
- o Monitor opportunities and proposals for the tactical exploitation of NFIP systems and ensure that these uses are properly weighed in program and budget decisions.

- o Maintain appropriate program records and data files.
- o Provide support to the DCI on Intelligence R&D matters.
- o Supervise the activities and provide staff support for DCI Committees as designated by the DCI (currently Intelligence Information Handling).
- o Perform such other duties pertaining to Resource Management for the Intelligence Community as may be directed by the DCI.

Associate Deputy for Resource Management--

- o Assist the Deputy for Resource Management in the direction and management of the Resource Management Staff.
- o Represent the Deputy for Resource Management in his absence.
- o Perform such other duties pertaining to Resource Management for the Intelligence Community as may be prescribed.

Executive officer--

- o Support the Deputy and Associate Deputy for Resource Management in the management of the Resource Management Staff.
- o Review action documents addressed to the D/DCI/RM, assign initial action to appropriate RMS elements, establish deadlines for completion, and ensure timely response.

Special Assistant to the D/DCI/RM--

- o Accomplish tasks assigned by the Deputy for Resource Management in support of staff missions, including personal representation when appropriate, and help coordinate work on Intelligence Community issues.

Data Support Group

- o Provides data and data processing support to the Resource Management and Collection Tasking Staffs concerning National Intelligence Programs, budgets and resource management.
- o Develops, maintains, and operates resources and other data bases of the Community's management information system.
- o Plans, programs, and budgets for ADP equipment and services for the RMS.
- o Develops program and budget data standards, accounting systems and financial policy.
- o Participates in the development of concepts and methods to establish value relationships between NFIP requirements, resources and performance among NFIP components.

Registry

- o Provide SI/TK/BYE and Top Secret Control for documents handled by the Resource Management and Collection Tasking Staffs.
- o Maintain a central facility for the receipt, distribution and storage of mail for the Resource Management and Collection Tasking Staffs.

ADMINISTRATIVE STAFF

Mission:

The Administrative Staff provides fiscal, personnel, security, and logistics support to the Deputy to the DCI for Resource Management and the Deputy to the DCI for Collection Tasking and their respective staffs.

Main Functions:

- o Develop budget requirements and manage a separate appropriation for the Intelligence Community Staff.
- o Develop and manage a personnel program to administer policies of all Community elements that have personnel assigned to the Staffs.
- o Develop and manage a physical and personal security program to provide for protection of classified information and physical protection of [redacted] the personnel assigned to it. STAT
- o Provide complete logistical support for the Staffs, including maintenance and operation [redacted] and maintain liaison with GSA and commercial companies relative to operations [redacted] STAT
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- o Provide secure voice and secure data communications for the Staffs.
- o Administer and provide TDY travel assistance for personnel assigned to the Staffs.
- o Develop and issue appropriate Staff Directives and Announcements relative to administrative matters.
- o Maintain liaison with appropriate elements of the various agencies in the Intelligence Community and other entities on administrative support matters and serve as the focal point for elements of the CIA that provide support services of common concern.

COMMUNITY AND LEGISLATIVE LIAISON OFFICE

Mission:

The Community and Legislative Liaison Office supports the DCI, the D/DCI/RM and the D/DCI/CT in matters involving the Congress concerning Intelligence Community resources. The office provides legal advice to the D/DCI/RM and D/DCI/CT as well as providing secretariat service to the National Foreign Intelligence Board and the Intelligence Research and Development Council. The office also provides editorial and publications support to the Resource Management Staff in order to improve the quality and presentation of its product.

Main Functions:

- o Serve as a focal point for communications between the RM and CT Staffs, the Congress and the components of the Office of the DCI.
- o Provide directly, or coordinate the provisions of, legal advice to the D/DCI/RM and D/DCI/CT, especially on matters arising from the special Community character of these staffs, their appropriations, and the provisions for their status under the Executive Order implementing regulations and charter legislation.
- o Maintain current information on the status of Congressional actions on the National Foreign Intelligence Program and budget. Ensure that information is disseminated to Program Managers and elsewhere as appropriate. Provide advice on the application of Executive and Congressional budget process regulations to the Intelligence budget.
- o Ensure that Congressionally mandated studies and reports pertaining to the NFIP are produced and delivered in a timely fashion.
- o Act as the focal point for assembling responses to questions for the record in the course of Congressional testimony. Coordinate the production of responses by the various elements of the Resource Management and Collection Tasking Staffs and, where appropriate, individual community entities.
- o Provide technical editorial services to the Resource Management Staff. Ensure that the major products of the staff are complete, accurate, comprehensive and appropriately presented.
- o Provide Secretariat service to the DCI, Deputies to the DCI and other members and observers of the NFIB, and the PRC(I) senior working group.
- o Prepare and disseminate agendas, basic reference documents, minutes and other papers related to NFIB meetings.

- o Direct and monitor NFIB action on subjects addressed by the Board, but handled outside of meetings.
- o Maintain central reference service of basic Community documents.
- o Provide advice to the D/DCI/RM on matters relating to intelligence and technology-related research and development.
- o Provide the Executive Director of the Intelligence Research and Development Council (IR&DC), a committee advisory to the DCI, and provide secretariat services to the Council.
- o Schedule, assist in the preparation of, and review all briefings to be given to the IR&DC.
- o Compile the agenda, schedule, and comprehensive records of all meetings of the IR&DC.
- o Coordinate and participate in the preparation of the Annual Report of the Chairman of the IR&DC and the Annual Planning Document, which describes in detail all intelligence and intelligence-related R&D projects.
- o Monitor and evaluate all major Intelligence Community research and development efforts.
- o Monitor and review the activities of the IR&DC's Subcommittees, Working Groups, and Panels for conformance with the guidance of the Chairman.

INFORMATION RESOURCES OFFICE

Mission:

The Director and the Staff of IRO are responsible for providing the primary support to the RMS and to the DCI in the allocation of the Community's ADP and Telecommunications resources and in the formulation of policy guidance and planning for their acquisition and utilization. The Information Resources Office will monitor Automatic Data Processing in the Intelligence Community in order to improve the quality of intelligence and the utility and cost-effectiveness of ADP-T systems. In addition, the Director, IRO serves as Chairman of the DCI's Intelligence Information Handling Committee and the IRO provides Staff support to the Committee.

Main Functions:

- o Examine and monitor all aspects of ADP and Telecommunications throughout the Intelligence Community.
- o Develop and maintain a Management Information System which will provide a central repository of information at the DCI level required support of the program and budget functions of the RMS and the Office of the DCI in the fields of ADP and Telecommunications.
- o Develop and present issues relating to ADP and Telecommunications activities and initiatives of the National Foreign Intelligence Program in the annual program and budget formulation process.
- o Develop and submit to the DCI program guidance relating to ADP and Telecommunications for promulgation as part of his National Foreign Intelligence Program Guidance.
- o Prepare, in coordination with other RMS offices, the sections of Congressional Justification Books relating to ADP and Telecommunications.
- o Represent the DCI and the D/DCI/RM at Congressional hearings relating to ADP, Telecommunications and other information handling activities, and participate in and prepare reports concerning studies required by Congressional oversight and appropriations committees on these subjects.
- o Prepare answers to questions directed to the DCI by Congress and OMB related to ADP and Telecommunication matters.

- o Oversee and monitor the ADP and Telecommunications Planning process in each of the NFIP agencies, and direct, coordinate and prepare an Intelligence Community Master Plan for ADP and Telecommunications based upon the plans of the individual Community Components.
- o Monitor and coordinate the implementation of ADP and Telecommunications Plans approved by the DCI.
- o Monitor and evaluate the performance of Intelligence Community ADP and Telecommunications systems and make recommendations to improve the efficiency of the management of these assets.
- o Monitor efforts in the scientific, academic and industrial communities in information science in order to ensure that optimum use of this research is directed to the Intelligence Community information processing problem.
- o Identify Intelligence Community research and development needs and promote interagency exchange of information and cooperation in research and development of information processing, particularly in those areas which involve the Intelligence Community as a whole.
- o Assist the Intelligence Community in the introduction of improved methods and facilities for information handling.
- o Develop and promulgate within the Intelligence Community rules, procedures and formats for the exchange of information between agencies. In this connection the office will provide assistance and encourage the development of standardized procedures for information handling, including the development of compatibility of files for ADP storage and retrieval systems, the formulation and recommendation of policies and procedures relating to the procurement, indexing, flow, storage, exchange and release of intelligence documents and generally promote arrangements between organizations designed to eliminate unwarranted duplication of files and processing.
- o Ensure that the security aspects of new information handling systems under development are given appropriate considerations.
- o Promote the establishment of education and training programs in information science.
- o Monitor for the Director of Central Intelligence and the Intelligence Community the intelligence information handling requirements for emergency contingency planning.
- o Establish methods and procedures for developing and maintaining data standards within the Intelligence Community.
- o Provide the technical monitoring and management of study contracts in support of all of the above functions.

POLICY GUIDANCE OFFICE

Mission:

The Policy Guidance Office (PGO) provides primary support to the DCI and the D/DCI/RM on all policy and planning matters related to the Intelligence Community; supervises production and coordination of the NFIP Resource Program Guidance and the DCI's Annual Report; assists in the evaluation of the NFIP with respect to its overall adequacy in meeting PRC(I) requirements and priorities; and provides a focal point for policy and planning for matters related to non-NFIP programs. PGO drafts and coordinates Intelligence Community papers relating to planning and policy matters and on other subjects assigned by the DCI or D/DCI/RM.

Main Functions:

- o Supervise the development and production of NFIP policy and fiscal guidance for promulgation by the DCI.
- o Produce the DCI's Annual Report on the NFIP.
- o Participate in the development of analytic tools to relate PRC(I) requirement/priorities and product evaluation to appropriate resource goals.
- o Participate in evaluating the adequacy of the NFIP in relation to PRC(I) stated objectives and priorities.
- o Participate in the development of an NFIP management information system.
- o Participate in the development of long-range planning documents for NFIP research and development and acquisitions guidance.
- o Develop and coordinate plans for Intelligence Community activities with long range implications focusing on the evolution of intelligence activities over the next decade.
- o Provide a focal point for NFIP and non-NFIP policy and planning matters, including national/tactical interface.

PROGRAM ASSESSMENT OFFICE

Mission:

The Program Assessment Office (PAO) supports the DCI, the D/DCI/RM and the PRC(I) in analyzing, evaluating and improving the performance of collection and production activities, systems, and programs of the national foreign intelligence community. The office structures the analysis and presentation of issues to be useful in the formulation of programmatic and budget decisions. Strong analytic staff support independent of Program Managers and system discipline is essential.

Main Functions:

- o Analyze and assess the programs of the Intelligence Community as a part of the resource allocation decision process.
- o Review, evaluate and improve mechanisms and procedures by which national foreign intelligence is processed, developing and using measures of effectiveness that reflect the value of intelligence information to consumers.
- o Coordinate and maintain liaison with such individuals, organizations, departments and agencies within and outside the Intelligence Community as appropriate to fulfill PAO responsibilities.
- o Initiate, direct, and conduct cross-program and system analyses in which alternative mixes of Intelligence Community resources would be developed, costed and assessed for their effectiveness in satisfying the requirements for national intelligence in peacetime, crisis and wartime; in this work, PAO considers, where appropriate, the contributions of Intelligence-Related Activities to the NFIP mission and of NFIP assets to tactical missions.
- o Perform special studies and make recommendations to the DCI in areas of broad, national concern (e.g., vulnerability/survivability of national intelligence assets, options for improving treaty monitoring capability).
- o As the focal point within Intelligence Community of activities of a cross-program nature, conduct, direct or monitor studies initiated within or tasked to the Intelligence Community.
- o Develop and maintain data bases and analytical techniques designed to permit specific identification and evaluation of intelligence resource allocation proposals and investment requirements.

- o Assess and monitor proposed and ongoing Community programs for the acquisition, training and career development of professional personnel engaged in intelligence processing activities.
- o Develop and maintain cost analysis capability.
- o Monitor exercises, simulations, war games and other operations intended to assess the effectiveness of Intelligence Community support to national policy and decisionmaking functions and military operations.

PROGRAM BUDGET OFFICE

Mission:

The Program Budget Office (PBO) supports the DCI, the D/DCI/RM, NFIB and the PRC(I) in the development and justification of the National Foreign Intelligence Program (NFIP) and Budget and the overall management of NFIP resources, as stated in Executive Order 12036.

Main Functions:

- o Participate with other RMS offices in providing appropriate NFIP resource and fiscal guidance for Intelligence Community programming and budgeting.
- o Supervise the process by which proposed NFIP program and budget materials are submitted to the D/DCI/RM and the DCI by Program Managers and heads of component activities. Develop the format and timing of the submission.
- o Structure, schedule, and coordinate the NFIP program and budget review process and monitor parent department, agency and Service processes affecting the NFIP.
- o Monitor NFIP program and budget development and provide advice as appropriate to the Program Managers and heads of component activities.
- o Review, analyze and provide recommendations on NFIP constituent program and budget estimates to ensure that: proposals are in consonance with DCI policy and plans; unwarranted duplication is prevented; only highest priority requirements are funded within approved resources; and programs and budgets are adequately explained and justified.
- o Identify and evaluate program and budget issues; participate in the study of these issues and the development of recommendations for their resolution; prepare program and budget decision packages for D/DCI/RM, DCI and NFIB consideration; and draft DCI program/budget decisions for the NFIP elements and their parent departments, agencies or services.
- o Prepare and submit a draft consolidated NFIP budget for D/DCI/RM and DCI consideration to be sent through OMB to the President and Congress.
- o Provide appropriate liaison with elements of the Intelligence Community and the Executive Branch on matters of intelligence resource management.

- o Prepare elements of the D/DCI/RM and DCI presentations to the NSC/PRC(I) to apprise the Committee of NFIP program and budget responsiveness to their requirements and priorities.
- o Participate in the preparation of D/DCI/RM and DCI presentations on NFIP programs and budgets to OMB, the President and Congress, including supervision of the preparation of Congressional Budget Justification Books and reviewing NFIP Program Managers' views.
- o Establish and maintain an NFIP base for reprogramming on an annual basis and process reprogramming requests requiring Congressional, OMB and/or DCI approval.
- o Monitor and maintain an audit trail on all reprogramming actions within NFIP.
- o Assist in the preparation of proposed NFIP authorization and appropriation language.
- o Maintain liaison with NFIP elements, their parent departments, agencies and services to coordinate all of the above actions.
- o Provide guidance on the relationship between IRA and national intelligence systems.
- o Provide resource management information to other NFIP staff elements as required.
- o Conduct program and performance audits on areas of special interest designated by the DCI or the D/DCI/RM.
- o Monitor and consult with OMB, NFIP elements and their parent departments, agencies or services on matters pertaining to apportionment and allocation of NFIP funds.
- o Review rates of obligation and outlay schedules in NFIP budgets and advise the D/DCI/RM and DCI as appropriate.
- o Conduct mid-year and third quarter financial plan reviews of NFIP elements and report implementation status to the D/DCI/RM and DCI with recommendations for corrective action, if appropriate.
- o Provide a final report on NFIP financial plan execution each year reflecting fiscal status, major changes from the initial budget and implications for the future.
- o Maintain liaison with Comptrollers of NFIP elements and parent departments, agencies/services and Congressional Committees to coordinate ICS/RMS implementation actions.